



# The Pipeline

Magazine of the Iroquois Division

**Life on the Home Front**  
Mobilization & Family Readiness

Fall 2003



# From the Editor...

During drill, we hear the stories of other officers and NCO's suddenly mobilized and shipped out within days of notification. They are plucked from our ranks in order to fill a shortage MOS or to replace other Reservists who have completed tours of duty in Iraq, Afghanistan, Kuwait, Kosovo and Bosnia.

We are trained and ready as soldiers, but have we prepared our families for mobilization on the home front? Have we posted points of contact and phone numbers for pay, benefits, and family support for our spouses? Is your will current? Is your Power of Attorney valid and appropriate to meet your family's needs in your absence? Do your family members need ID cards? These are a few of the questions addressed in this issue.

If called upon to serve the nation, are your children prepared to endure the loneliness of separation? The best approach is to speak truthfully about the situation and to have courage and hope. As Jim Stenson, a noted authority on the family, said, "Courageous people have an acquired ability to *overcome* or *endure* difficulties." We need to set the example for our families.

With soldiers mobilized, the 98<sup>th</sup> continues to field and complete its many missions. The Initial Military Training and The Army School System missions continue to be in demand. Units such as 1<sup>st</sup> Battalion, 389<sup>th</sup> Regiment from Schenectady, N.Y. keep morale and discipline high with innovative training. (Read Chief Warrant Officer Joe Yakel's article on page 20.)

Finally, watch for *Training the Warfighter*, a short film about the 98<sup>th</sup> Division's capabilities. It was produced this past summer by the 98<sup>th</sup> Division PAO. If your unit has not seen this film, contact our office for a copy.

TJH

The following photographs are on the 98th Division web site.



Read more about them at [www.usarc.army.mil/98thdiv](http://www.usarc.army.mil/98thdiv).

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**The Pipeline Magazine**  
*Capturing Excellence in the 98<sup>th</sup> Division (IT)*

# The Pipeline

Vol. 3, No. 3  
Fall 2003

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for the soldiers, civilians and families  
of the division.

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## Messages...

### On the Cover -

### Next issue...

### Mentorship



### On the Cover.

An e-mail comes in from "that soldier far, far away" and the evening routine of homework is briefly interrupted. Frequent communication between soldier and family is one of the key elements to a successful mission. The photo of the unit on the laptop is actually Charlie Company, 1<sup>st</sup> Battalion, 390<sup>th</sup> Regiment at Fort Leonard Wood, Mo. This unit was mobilized to Fort Leonard Wood earlier in the year to augment the drill instructor cadre. These dedicated officers and NCO's have put in countless hours with the Basic Combat Training mission. Additionally, they went to Pierce City to help people recover from the damage inflicted by eight tornadoes last spring. Capt. Jeff Tennyson and 1<sup>st</sup> Sgt Joseph Joyce are the command team for this unit.

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# I am a Drill Sergeant

by Staff Sgt. Gwendolyn McGraw

Liverpool, N.Y.—Forty proud and confident NCOs graduated from the 98<sup>th</sup> Division Drill Sergeant School on the 28<sup>th</sup> of June. The graduates came from the 1<sup>st</sup> and 2d Brigades of this division.

Command Sgt. Major Perry L. Roberts of the U.S. Army Accessions Command was the guest speaker and emphasized the importance of working as a team and of watching out for each other in training soldiers. "As a drill sergeant, you are where the rubber hits the road," remarked Roberts.

Roberts emphasized the need for strong time management skills in order to pack as much training as possible into the duty day. "Treat every training opportunity as though it were the last opportunity to train your soldiers," reflected Roberts, "because the next time they fire that M-16, it will be for real."

Maj. Gen. Bruce E. Robinson also spoke and recognized the tremendous effort and dedication of this class of NCO's. "Instill into every soldier the zeal of professionalism and mission accomplishment," Robinson remarked.

Perhaps the highlight of this ceremony was the rare moment in which Maj. Dale Fair, an assistant G3 of the 98<sup>th</sup>, presented the drill sergeant hat and belt to his son Staff Sgt. Dale P. Fair. The event symbolized a father passing a tradition to his son. Fair also happens to be one of the few officers who wears the drill sergeant patch which he earned while serving in the enlisted ranks. "I am very proud of my son...this is what he wants to do," Fair said.

Finally, Command Sgt. Major Michael Gallucci, the newly appointed Commandant of the Drill Sergeant School, reminded the graduating class that "it will be you (the recruits) they see first; you they will always remember; your voice they will hear when there is doubt to overcome, and it will be you they will hold as the standard."



Father and Son...Maj. Dale Fair standing proudly with newly minted drill sergeant, Staff Sgt. Dale P. Fair.

# North by Northwest: ROTC in 2003

by Maj. Timothy J. Hansen

Fort Lewis, Wash.—Sgt. 1st Class Douglas Johnston, senior instructor from B Company, 1<sup>st</sup> Battalion, 391<sup>st</sup> Regiment, 7<sup>th</sup> Brigade, walked out of the damp morning air and into the GP Medium tent of the tactical operations center (TOC) for ROTC National Advanced Leadership Camp. The camp has been held at Fort Lewis since 1993. He found the training schedule for the day and reviewed the tasks to be taught and evaluated.

"Movement techniques...high crawl, low crawl, assaulting a bunker and a VIP visit...looks like we'll be busy," Johnston remarked quietly to himself. Johnston and his Colchester, Vt.-based unit are prepared and equipped to this mission. "We've done similar training at West Point and in previous ROTC advanced camps. Let's hope the rain holds off until the end of the day," added this NCO who also happens to be the police chief of Springfield, Vt.

Outside the cadets hastily fall into formation. Movements are deliberate and swift; there is no time for hesitation. One of Johnston's instructors notices a platoon sergeant lagging behind her troops by two steps. Correction immediately ensues.

"Why isn't your LBE fastened properly, cadet?" growls Staff Sgt. Kevin Flinn. "Get yourself squared away!"

Sgt. William N. Pipher stands a few feet from formation. "The way we look at it," Pipher explains, "is that we regard these cadets as our future commanders. They've got to know the details and discipline of leading soldiers."

The cadets spend the day receiving instruction and rotating from station to station. Instructors from B Co., 1<sup>st</sup> Battalion, 391<sup>st</sup> Regiment stand ready to demonstrate, coach and evaluate at each station. 1st Lt. Byron Barton, a molecular biology graduate student at the University of Vermont, and Sgt. 1st Class Anthony Lee of Plattsburgh, NY run the cadets through the twists and turns of Station #5 and keeping them clear of the menacing ant mounds.

Pipher looked down at the cadets low crawling through the mud and urged them on to their objective. "Doesn't the Washington mud taste great? Keep going! You're almost there!"

The cadets hurriedly run from one station to the next occasionally bumping into another cadet or much to their regret an instructor, and these quiet Vermonters continue to evaluate and to mold them into the leaders the Army needs to fill its ranks, to write the awards, to set its budget, and to fight its battles.



The main gate at Ft. Lewis

DIVISION



# 98th Division Reunion

## The Greatest Generation

by Maj. Timothy J. Hansen

Williamsburg, Va—Alumni of the 98<sup>th</sup> Division from the WW II era reunited at the Ramada Central Inn for their 14th annual reunion from June 9-12. Ages of the alums ranged from a spry 78 to a seasoned 87. Norm Johnson, the alumni reunion chairman, was pleased with the attendance.

Conversation during happy hour was lively and filled with references to wartime experiences and life after the war.

"I remember coming ashore on the beach of Yakahama and greeted by smiling mothers and their children," said Guido



Mr. & Mrs. Norman Johnson at the reunion banquet  
Iadevaia from Providence, RI.

"After the war, I married Pat and we bought a a four-bedroom house in Levittown, Pennsylvania for \$25,000," commented Frank McGinley. "My friends laughed at me then, but now the house is worth eight times what I paid for it!"

In *The Greatest Generation*, Tom Brokaw observed: "They also talked matter of factly about a sense of duty to their country, a sentiment not much in fashion anymore."

At the banquet dinner, Master Sgt. Bing Reeves led the 98<sup>th</sup> Division Color Guard in posting the colors. Chief Warrant Officer Duane Pierce from the G1 section was the master of ceremonies for the evening and expertly kept the program on course.



Mr. & Mrs. Guido Iadevaia from Providence, RI



As electric as Elvis... Chief Warrant Officer Duane Pierce as  
Master of Ceremonies at the reunion banquet.

Bernard Izzo, a 98<sup>th</sup> Division alum and a trained opera singer, set the tone for the evening by giving a stirring rendition of *God Bless America*.

After dinner, Lt. Col. Thomas Schoenwetter, deputy Chief of Staff, spoke to the alumni about the current realities of mobilization of the 98<sup>th</sup> and the role the division is playing in the Global War on Terrorism.

The highlight of the evening was marked by an unexpected but welcome appearance of the 98<sup>th</sup> Division com



"Those were the days, my friends."

Mr. & Mrs. Frank McGinley recalling their WWII experiences.

mander, Maj. Gen. Bruce E. Robinson who gave praise to the service and sacrifice of these soldiers and their loved ones.

Again from *The Greatest Generation*, Brokaw notes: "In a way no one could have anticipated at the time, the military training and discipline required to win World War II became an accelerated course in how to prepare a young generation to run a large, modern, and complex industrial society."







DIVISION

## Rochester Hispanic Celebration Recognizes 98th Div. Soldiers

by Sgt. Richard Harris

October 1, 2003 - It was an overcast day, but nothing could put a shadow on the 'Saluting Latinos in Uniform' presentation during National Hispanic Heritage Month.

Two 98<sup>th</sup> Division (IT) soldiers received awards recognizing their service to their nation and their community. 1st Sgt. Nelson Soto is currently the first sergeant for the HHC, 98<sup>th</sup> Div. and is a Rochester Police Officer. Lt. Col. Hector F. Alvarado, Deputy G1 (Personnel) for the 98<sup>th</sup> Division (IT), is a Probation Officer with the county of Monroe, from the state of New York.

Both men are concerned with the development of young people and are heavily involved in numerous activities within their communities.

Soldiers of Hispanic descent have had a long history of service to our nation. These soldiers are more than Latinos in United States military uniforms. Ms. Marisol, Chairperson for the Hispanic Heritage Committee, was quick to stress that point. These soldiers are Americans, she said. "They have an Hispanic background, but they are Americans."

The theme of strong Latino contributions to America was further reiterated when Arleen River-Hyland spoke on Hispanics in the military throughout history. She informed the audience on the numerous Hispanic soldiers who fought to maintain the rights and freedoms for every American citizen.

"This award represents an incentive for many young Hispanic men and women to serve our country in peace or war time", Alvarado said. "As an American, we have an obligation and commitment to preserve democracy and to support our government and the Constitution of the United States of America."

Also attending the service were the Rochester Fire Chief and Police Chief, Floyd A. Madison and Robert J. Duffy, respectively. The mayor of Rochester, William A. Johnson Jr, presented both soldiers with their awards.



1st Sgt. Nelson Soto, center left, and Lt. Col. Hector Alvarado, center right.

## 98<sup>th</sup> Division's Mission in Valley of the Oaks

by Maj. Timothy J. Hansen

Fort Hunter-Liggett, Calif.—The 2d Battalion, 98<sup>th</sup> Regiment set up and conducted a Military Police (MOSQ 95B, Phase II) course with 17 instructors last June. Normally, the unit pulls its Annual Training at Fort Dix, N.J., but because of Dix's several mobilization requirements this year, the 2d Battalion searched far and wide until it found an opportunity here.

"We've trained soldiers from eleven states," said CSM Mike Donahue of the 2d Battalion. "They've come from as far north as Alaska, as far east as Manchester, New Hampshire, and as far south as Miami, Florida. The post has been good in providing us with training resources. We have enough vehicles to train 100 soldiers at a time"

Set in the foothills of the Santa Lucia mountains, Fort Hunter Liggett covers some 267,000 acres of level valleys and rolling hills which give way to rugged mountains. The varied terrain is ideal for tough and realistic training. Ancient Indians called this area "The Valley of the Oaks". Army planners realized this feature during WW II and aggressively bought up adjacent tracts of land to train soldiers for the European fronts. Fort Hunter Liggett is now a sub-installation of Fort McCoy, Wis., and serves as the Army Reserve Command Western Reserve Training Center.

Donahue explained how the MP training culminates in a comprehensive two-day FTX. Evaluations cover everything from mounted patrol to operating a roadblock, to controlling traffic, and to handling enemy prisoners of war.

"The training is getting done," remarked Capt. Robert Berry, the Battalion S3 (Operations) officer, standing in the Tactical Operations Center. "The instructors are doing a great job."

In this sunny and arid land first charted by the Spanish explorer Gaspar de Portola in 1769, stands the Mission San Antonio de Padua which the Franciscans subsequently established in 1771. The mission is maintained as an 85-acre inhold within Fort Hunter Liggett and is listed on the National Register of Historic Places.

"It has been a good mission," Donahue reflected. "I heard talk we may be coming out here again next year."



Preparing for a mounted patrol



## Meet the Mascoll Team



by Maj. Timothy J. Hansen, Master Sgt. Toni Celestino and Staff Sgt. Gwendolyn McGraw

*Washington, February 14, 2003 - Lt. Col. Jeffrey Mascoll, commander of the 2nd Battalion, 98th Regiment, 3rd Brigade received the Department of Defense's 2002 Family Readiness Award. In the Hall of Heroes at the Pentagon, the DoD recognized the unit for its perfect scores on the quality of its family care plans and family member identification cards and the effectiveness of these programs in support of the unit's one-year deployment during Noble Eagle.*

*The Pipeline sat down with the Mascolls to discuss the Family Readiness Award.*

**PL-** How did you make the Family Support Group work and how did you get so many people involved?

**Mrs. Mascoll -** It has to do with educating the families about what family support does. I think a lot of people don't know, even though they have loved ones involved. What was particularly helpful was the family support meetings we had while the soldiers were away. We were able to share stories from far away. Other people in the unit would share pictures with other family members. It was really helpful and it was very important to have something like that. Jeff spent a lot of time at the unit and he attended every function, like Christmas parties, telling them what family support and family services was about and how they were able to participate. So I think that after hearing about it after awhile, a lot of people wanted to volunteer and become involved. I think it wasn't long after that we had a couple of meetings when the soldiers were mobilized. Everyone understood and knew how important family sup-

port was. When people volunteered, they would get together and do a couple of things.

**PL -** You encouraged a lot of meetings. How frequent were they?

**Lt. Col. Mascoll -** On a fairly regular basis, the family support group would meet because I think it's important to instill that there is some minimal level of family support in the unit. For the first couple of months, we got together on Sunday afternoons. Once mobilized, I wanted to jump-start the family support group and make sure it was functional. Shortly thereafter, I took the backseat and allowed the group to grow on its own.

I personally think it's important for the commander to be there, to show concern, interest and to ensure that the resources are available - to ensure that the group can get what they have to do. When the unit mobilizes, the commander involves everyone who mobilized. We got lucky because it was a partial mobilization. The soldiers mobilized, but the headquarters command staff stayed behind. So I was able to provide family support assistance. Ordinarily, that would not be available.

**PL -** What are some of your secrets to success?

**Lt. Col. Mascoll -** When the commander and command staff remained at the unit, that was definitely one of things - based on my experiences during the Gulf War, I wanted to make sure our soldiers and family readiness group members were supported in a way I was accustomed to.

**Ms. Mascoll -** I think it's important to know that there were other people who played a big part in the success of the family readiness program. It wasn't just one person. We had volunteers who put their time in to make sure everything was done well.

**Lt. Col. Mascoll -** One of the other things - I didn't

# Profiles in Leadership

want the commander's wife to have to do everything. My wife had attended the family support academy so when the unit was looking for a family support liaison I never let the 2nd Bn. know that Rowena was school-trained, because I wanted the liaison to come from within the soldier group. That was another factor and key to success. The lady who was elected as leader of family support was the wife of one of my noncommissioned officers.

*PL* - What else was your greatest influence?

Lt. Col. Mascoll - I think it's important a core group of soldiers who truly care about military families and really truly care about the military and soldiers when they are mobilized. They've got to be motivated and they've got to understand the importance of the strong family support group. It has to be an extension of their own family. Those are the key ingredients. I think it's very important to have two NCO liaisons that bridge the gap between military lingo and civilian lingo. Throughout the unit, there are a couple of NCO liaisons who really enjoy working with and relating to the soldiers' families. Sgt. Price and Spc. Gardner were our NCO liaisons- one NCO and one soldier. Spc. Gardner was really fantastic. She really took on the motherly role. She was at the Pentagon ceremony. I would not have gone to the Pentagon without her because I wouldn't feel right. She was one of my secret weapons in the program. She did an awesome amount of work and spent an awful amount of her own time. There is no way to repay her for the amount of hours, the amount of phone calls and the amount of time she has given to the program.

*PL* - How much time does it take?

Lt. Col. Mascoll - No one really measured the amount of hours. I have to say, you have to put in an incredible amount of time and effort. Of course, it's all fun! Time flies when you are having fun. To get it off the ground, we were meeting every two weeks.

*PL* - Do you think the strength of your family readiness program had a positive impact on retention?

Lt. Col. Mascoll - Absolutely. If I could take care of their families and that was the only thing I could do to take care of them, that would have a dramatic impact on high retention in the unit. We did the best that we could to take care of the families. The group actually started working together as a team and they're focused in their direction. The group was feeling as though they were doing something. My wife helped me with the communications and one of the things we developed was a website and that website was focused primarily on assisting in communicating back to front, front to rear. On the website, there was a team

corner. If there were any issues, they could go there and check out the information. There was a health care site - there were numerous examples of the family support where they had real-life mission. For the most part, it motivates the soldier to stay with the unit. It helps retention.

Ms. Mascoll - I think that part of it is that when a soldier gets mobilized, it causes stress on everyone, family and soldier. People are very concerned when they're coming back if they're coming back, what's going to happen, etc. If you have good support, soldiers feel that they can depend on someone else for a particular answer but they don't have to worry as much, if at all.

*If you don't have a family support unit and your entire unit gets mobilized, then it is going to be more difficult for the families left behind who don't know each other.*

Lt. Col. Jeffrey Mascoll



*The Mascolls enjoy a happy moment at awards ceremony*

Lt. Col. Mascoll - If you don't have a family support unit and your entire unit gets mobilized, then it is going to be more difficult for the families left behind who don't know each other. It is absolutely and virtually impossible for that unit. A lot of the families are going to be alone out there and that there is nowhere to turn to for help. If the soldier's family is not taken care of, and the soldier gets wind of it while he's out there deployed overseas, that's going to affect his mission readiness. If his family is not being taken care of, he will not be able to focus on his job fully because he's going to be thinking about his family's condition.

*PL* - To know the soldiers is to know their families - what do you think of that?

Lt. Col. Mascoll - The Army has always been about taking care of their soldiers. You have to take care of the families. The soldier may get repeatedly mobilized and if you want to retain the soldier, it is critical that we come up with programs to insure the families are taken care of in the event of mobilization.



# Family and Military Uniting Forces

By Staff Sgt. Gwendolyn McGraw

"You didn't take an oath, other than the wedding one, and even that didn't cover this eventuality", began Maj. Gen. Richard S. Colt, Commanding General of the 77<sup>th</sup> Regional Readiness Command, Fort Totten, N.Y.

Liaisons, group leaders and volunteers from Army Readiness groups gathered at the Wyndham Hotel, Syracuse, N.Y., from September 12–14, 2003 to attend the Family Program Academy, sponsored by the 77<sup>th</sup> Regional Readiness Command.

Maj. Gen. Bruce E. Robinson, 98<sup>th</sup> Division Commanding General, who addressed the group on Friday night at the opening ceremony stated, "Family readiness volunteers are true volunteers who are vital in the synchronization of the entities which enable reservists to serve: Family-Employers-Military." According to Robinson, these volunteers enhance the Commander's unit readiness by providing a link to families both during inactive duty and active duty.

The reality of mobilization and deployment was emphasized during the second day of the opening session. Maj. Gen. Colt told the attendees that "we are at war. History is written by sacrifice of our families. We owe you the truth. And we will give you the truth as we know it." Colt stated that he has made the commitment to the soldiers and their families that his command will tell them the truth without delay.

Guest speaker Linda Groth, wife of Maj. Gen. Collis N. Phillips, the Deputy Chief of the U.S. Army Reserves, asked the attendees how many people had already been mobilized and returned home. Five soldiers rose to applause and cheers. Approximately 25 people stood for recognition, when Groth asked how many people had soldiers deployed. "My husband

provides soldiers the tools for email and instant messaging services for use at home and in the field.

Rodman taught the steps in mobilization, preparation, alert, home station and mobilization station and cautions of families and soldiers in each stage. She joked that babies are born, houses are bought and sold and soldiers get married quickly during that movement to mobilization.

One instructor, Anne Kunzelman, also a volunteer from the 10<sup>th</sup> Region Family Readiness, Fort Lawton, Wash., explained that the Family Program Academy is an Army-wide program. She recently attended and volunteered at another Family Program Academy held in Reno, Nev., focusing on establishing and maintaining an effective readiness program. According to Kunzelman, one of the most important things the unit can do for the family is set up a good support system.

One of those support systems, the telephone tree, according to Gail Noyes, Staff Operations and Training Specialist for the 4<sup>th</sup> Brigade, 98<sup>th</sup> Division (IT) is comparable to a tree during its many seasonal changes. Marketing or selling the telephone tree to the unit's soldiers is paramount to the success of any telephone tree. The telephone tree bridges the gap and



Attendees respond enthusiastically to guest speaker Linda Groth's remarks

provides support for families according to Ms. Noyes.

"Chaplains, such as CH (Lt. Col) Paul Womack of the 98<sup>th</sup> Division (IT), are the most important asset to you and they are very helpful to you," stated Lori Sabo, a Family Program Academy instructor and wife of former 98<sup>th</sup> Division Commanding General, Maj. Gen. Thomas Sabo. The chaplain provides a private and confidential service to every family member or soldier. Besides providing a sensitive ear, the chaplain can refer someone to the most advantageous resource.

Family sponsorship also provides a mechanism to recruit new family readiness volunteers, according to Sabo. She recommended that when a unit receives a new soldier, the family readiness group should introduce themselves to the soldier's family members. When the soldier is enthusiastic about their new unit through proactive sponsorship, the family members show interest and participate in events.

Several 98<sup>th</sup> Division soldiers attended the Family Pro-

*"You have to know your soldiers and who their families are, especially in this day and age of mobilization."*

- Command Sgt. Maj. Kim F. Emerling  
6th Bn, Military Intelligence, 3rd Bde.

and I are proud of each of you, and I thank you for what you do everyday," said Groth.

Annual mobilization briefing instructor, Connie Rodman, from West Fargo, N.D. stated, "When you're mobilized, that is the time your spouse and dependents need their identification cards the most – don't wait until the soldier is mobilized."

She also explained how the email system, such as instant messaging services, provide an important link between the soldier and the family. The Army Knowledge Online (AKO) system



## Family and Mobilization

gram Academy, each with different goals and aspirations. Command Sgt. Maj. Kim F. Emerling of 6<sup>th</sup> Battalion, Fort Devens, Mass., attended the academy to improve his battalion's family readiness group.

*"Family readiness volunteers are true volunteers who are vital in the synchronization of the entities which enable reservists to serve: Family-Employers-Military."*

- Maj. Gen. Bruce E. Robinson  
Commanding General, 98th Division (IT)

"You have to know your soldiers and who their families are, especially in this day and age of mobilization. The more we know about our soldiers and their families, the better we are at making sure they stay in the system, taking care of them, and continuing to train and practice our military occupational specialties," stated Emerling. His goals include giving the information provided at the academy to his troops and recruiting more volunteers who include military retirees.

Elizabeth Heinsbergen, a 12-year volunteer veteran of the 98<sup>th</sup> Division (IT) headquarters family readiness group, is more direct – she is requesting more volunteers. Her husband, Master Sgt. Melvin Heinsbergen, chaplain assistant, is retiring in November 2003. But she plans to remain in family support.

"I was told that if I left, they would come and find me," she joked. Heinsbergen reiterated that she is serious about what she does for the family support group, enjoys meeting new people and trying to stay in touch with her soldiers families.

According to John Knope, 98th Division (IT) Family Readiness Coordinator, family readiness assists the family to survive without the soldier. He addresses family readiness groups and commanders about available resources and the steps to prepare the family and to keep the soldier ready for mobilization. Family readiness is a serious business to Knope. "I would like to see more involvement by the battalion, company and brigade commanders. They have to ensure that their soldiers are taking care of their families."

Maj. Gen. Robinson also reiterated that family support is serious business. Robinson mentioned that family assistance must be available locally to fellow military service-members, both active and reserve, who reside in the communities during the deployment of their loved ones.

During the Family Program Academy, the volunteers are provided the tools either to create new or to enhance their family readiness groups in times of war or peace. Subjects studied include the annual mobilization briefing, telephone tree, fund-

ing, recruitment of volunteers, and retirement benefits, taught by a team of instructors from all over the United States.

Sabo issued a challenge to the attendees, "Talk about what you learned here. I challenge you to do that. It's not going to work if you don't."



Gail Noyes demonstrating the telephone tree to attendees



John Knope, Family Program Coordinator, addressing the crowd

**Tell me, I will forget.  
Show me, I may remember.  
Involve me, and I will understand.  
Chinese Proverb**



# The Army Reserve and the American Family

by Maj. Timothy J. Hansen

Since September 11, 2001, mobilization has become reality for over 295,000 members of the American Armed Forces reserve components. The global war on terrorism abruptly disrupted daily routines, jobs, and family commitments.

In September of this year, Lt. Gen. James Helmly, chief of the U.S. Army Reserve, stated that the Army Reserve is "on a war footing" and will continue to meet commitments in Iraq and Afghanistan.

As our soldiers departed with or

must address families which range from married with children, to single parents, to dual career couples. It is a complex task which is accomplished through the networking of soldiers, family support groups and the chain-of-command.

In the past twenty five years, the Army realized the significant impact of family issues on unit and individual readiness. Readiness is the ability of a unit or individual to perform the tasks for which the unit is organized and the individual trained. Several subsequent studies

Readiness Group volunteer level. Most importantly, the regulation states that



A collaborative effort between Family Readiness, 98th Division (IT) and Camp Good Days and Special Times, Rochester, NY.

ders in hand and waved good-bye, the Family Readiness Program swung into action and provided the Army Reserve a bridge between soldiers and their fami-

showed that family-focused policies, programs and practices keep readiness and retention levels high.

The Army identified both formal and informal support systems. Formal support included schools, utilities, fire and police protection, and community services. Informal support systems were the personal relationships between family members, neighbors, volunteer associations and churches. These support systems play major roles in the lives of soldiers and their families.

The findings of those studies on the family and the identified support systems paved the way for USARC Regulation 608-1, or more commonly known as the *Family Readiness Handbook*. This regulation authorizes the USAR to implement its policies, procedure and responsibilities of the Family Readiness Program. It articulates the form and function of the USAR Family Readiness Office and extends itself down to the Family



Lt. Col. John Knope speaking with recipients of Mother's Day food baskets.

"commanders at all levels are responsible for creating a climate of care and concern for the Army Reserve Family."

An interesting fact is that the USAR Family Readiness Program consists of two components: Family Assistance which provides assistance for its soldiers and family members and ; Family Support which is a training and mutual reinforcement program to promote self-reliance and to prepare for periods of separation.



Family fun during Operation Blue Skies

So, what does Family Readiness provide? Commanders may schedule up to eight hours during unit drill for family-oriented training activities annually.



lies. Family Readiness is a great and ongoing challenge since Army Reserve families are mixed in with the local populace of communities across the country.

Additionally, the demography of the American family is different now than a quarter century ago. The Army Reserve





*Young recruits taking the oath at Armed Forces Day 2003 in Rochester, NY.*

Topics may include: family member benefits and entitlements briefings; soldier and family preparation for mobilization; legal and financial briefings; family violence prevention; drug and alcohol information; applying for current military ID cards and enrolling in the Defense Enrollment Eligibility Reporting System (DEERS); establishing and implementing a functional telephone tree.

While the family briefings may last only a few hours, Family Readiness Groups take up the slack by developing networks in which families mutually support each other. The keys to a successful program are command emphasis on the importance of Family Readiness Groups to individual and unit readiness and providing activities, programs and projects which interest and benefit family members. One recent example of a program of interest is Operation Blue Skies. The 98<sup>th</sup> Division coordinated with local companies such as Wegmans and Camp Good Days and Special Times during Spring Break of this year as a week of fun and activity for the children of mobilized soldiers from the 98<sup>th</sup> Division, the Individual Ready Reserve, active component soldiers and the National Guard.

Family Readiness Groups should be active in implementing Telephone Tress, publishing newsletters, developing a sponsorship program for family members, activity planning and promoting awareness of family assistance such as DEERS enrollments, mobilization preparedness, health benefits, financial assistance, retirement services and community resources. The 1<sup>st</sup> Battalion, 98<sup>th</sup> Regiment excelled in these areas during previous mobilizations and catapulted it to receive the Department of Defense Family Readiness Award for 2002.

Bear in mind that in order to attain any degree of Family Readiness, communication is another crucial key to success. The Telephone Tress ensure that all family members are within reach. Informational meetings with a featured guest speaker reaches out directly to family members. Newsletters are useful for families living too far to attend Family Readiness meetings. A newsletter may be the only means of contacting some families within a unit. The unit's web site with general information listing Family Readiness resources is yet another way to reach out to the families.

Finally, what do Army Reserve families stand to gain from this regulation, training and volunteer groups? They will be better informed of unit missions, the status of their soldiers and how to apply for Army entitlements. The telephone trees, meeting and volunteer work will give them a sense of community. All of these activities will serve to make them self-reliant. A family's self reliance will give that mobilized soldier the peace of mind in

knowing that his loved ones will be all right.

There is truth in the old saying : "The Army recruits soldiers and retains families."



*Homecoming ceremony of 2nd Bn., 391st Regt., Rochester, NY*



*Tokens of recognition at 2nd Bn., 391st Regt. homecoming ceremony*

*"It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory."*

General of the Army George C. Marshall



# Mobilization - It Can Happen to You

by Sgt. Richard Harris

**T**he modern Army continues to transform every day right in front of our eyes. Its evolution from an Army of "Be All You Can Be" to "An Army of One" is no more evident when careful observation is given to the mobilization history of Army reservists within the past decade. The thought of mobilization, once a distant possibility, is now a distinct reality for reservists who choose to make service to their country a career option. Are you ready if it happens to you?

During the mobilization, the soldier and their family will face many anxieties and challenges. It may seem like a lifetime when the soldier is away, but eventually they will return home. Where can you go if questions arise? What should you expect?

Learning as much as you can is the best answer to surviving mobilization. The first point of contact to answer questions should be the unit of the mobilized soldier. As with anything in the military, always strive to use the chain of command. The unit should have a family readiness group (FRG) to handle requests from soldiers and spouses.

Lt. Col. John Knope is the Family Readiness Coordinator with the 98th Division and he believes that preparation is the key to a smooth mobilization. "It's crucial to do as much work in the beginning because the soldier will be mobilized to their home duty station and then onward to their mob station," Knope advised. "From there, the units will be deployed to where they'll do their real world mission." Have your family support plans firmly in place.

Periodically, Knope and the division FRG will hold informal mobilization meetings, which are very supportive for spouses and children of mobilized soldiers. At these meetings, spouses have an opportunity to touch base with the families of

*"Work that isn't done properly here will be what the spouse will need to complete once the soldier is gone. Take care of your family."*

Lt. Col. John Knope  
98th Division Family Readiness Coordinator

other mobilized soldiers and exchange stories. At these meetings, you'll quickly learn that you are never alone.

What you are feeling has been felt before and it is very likely there are other people very close who are experiencing the same trials and tribulations. To help with these and other concerns, the family readiness group conducts pre-mobilization, reunion and post-mobilization briefings to inform and educate soldiers and their families on what they can expect from the mobilization.

Pre-mobilization briefings are the first blocks of instruction given before the soldier is mobilized. These briefings will start the family thinking about the fact that their soldier will be leaving

home and begin to prepare them for the separation.

The soldier and their family attend this training together, but Knope strongly warned that it behooves people to be ready. The exact mobilization day may be difficult to predict, but the day to say good-bye will come and soon."

Pre-mob preparation is mission-critical. It will make or break a family's experience with a mobilization or deployment. "Work that isn't done properly here will be what the spouse will need to complete once the soldier is gone," Knope said. "Take care of your family."

In many ways, it's like constructing a foundation to a home. Create a sturdy base so that when the mobilized soldier is gone, the plan is in place to ensure that everything will run as smooth as possible. There will always be unforeseen surprises, but prepare as best you can for what may come up to minimize the damage potential. A poorly prepared support plan can start the domino effect spiraling downward while you are away.

Knope is also the assistant G-4 with the 98th Division (IT). His personal preparation plan for mobilization goes the extra mile. He has gone as far as to create a folder with all his critical documentation. Inside the document is everything from his insurance policies to the names and phone numbers for their plumber and electrician.

Recently, while Knope was on orders, his water heater blew and his wife was fully equipped with everything she would need to purchase a new one, as well as, the name of the contractor who would install it. Proactive thinking is the key. Your spouse will appreciate it, which will give you peace of mind to concentrate your attention on your mission.

While the soldier is mobilized, reunion briefings are conducted to keep both soldier and family informed as to what the other may be currently experiencing in their locations. Reunion briefings are conducted by the unit (for the family) and the active army component (for the soldier).

Following the re-unification of the soldier and their family, post-mobilization briefings are conducted within four to six weeks. These briefings will be done to gauge how well things are going at home after the soldier's return from mobilization.

Expect a grand homecoming with your children and spouse. However, keep in mind if your marriage was troubled before the mobilization then that is what will return after the euphoria has lessened after the soldier's return.

The emotions surrounding mobilization are a continual roller coaster ride of ups and downs. Take it day by day. Surround yourself with supportive people with good-humored thoughts. When seeking assistance, remember that military problems and concerns are unique to military situations faced by military families. There are a number of additional sources outside the 98th Div (IT) to obtain assistance.

Lorie Sabo, Senior Resource Instructor for the 77th RRC, along with her team, has put together a pamphlet she edited entitled, "Mastering the Deployment Roller Coaster." The purpose of the pamphlet is to "share collective experiences and successful solutions from families of previously deployed sol-



# Family and Mobilization

diers in the hope that the trials, tribulations and challenges met by them will assist future family members of deployed soldiers."

The pamphlet offers suggestions, possible solutions and explains some of the feelings and emotions the soldier and their family may experience during the mobilization. It covers many aspects from pre-deployment straight through to post-deployment concerns.

Sabo has more than 37 years of experience in volunteer service and was the spouse of a deployed soldier. Currently, her son is deployed and her daughter-in-law is mobilized.

Feelings of uncertainty are expected during these stressful times. "It's the not knowing that's the scary part (about mobilization)," Sabo said. "Family readiness groups can calm the

*"I want us (chaplains) to be successful, knowledgeable... sensitive. I'm here for the soldiers."*

Lt. Col. Paul Womack  
98th Division Chaplain

spouse down with pieces of knowledge. They are absolutely vital. You can squash rumors and put out accurate and timely information."

"Things are changing so fast and soldiers are deploying so quickly. Preparing ahead of time is crucial. Family readiness groups should not be created in a crisis, but displayed there", according to Sabo.

During their mobilization, soldiers will experience a ping-pong of emotions. Chief Warrant Officer Duane Pierce was mobilized and deployed during the first gulf war for six months. He said what helped him during the mobilization was because he felt, "Confidence... Confidence in his Country, confidence in his leaders and confidence in his training." Army Reservists train to fight and it's the training that will guide you through the complexities while you are mobilized.

"Mobilization will effect each and every soldier during his/her career," Pierce cautioned. "Even if the individual is not mobilized his or herself, there is an excellent chance they know someone who is. Mobilization is the end result of a soldier's military training." Mobilization can happen to you. That's why we train. Make sure your family is prepared.

Should you find yourselves mobilized, the Army has implemented many plans to try and cope with the pre and post-deployment anxieties of the soldiers. Army chaplains are an excellent resource for soldiers with questions and lingering apprehension. Chaplains are very concerned with ensuring that the needs of the soldier are met each and every time.

Chaplain (Lt. Col.) Paul Womack of the 98th Division informed me that, "Army chaplains interview every soldier when they go and return (from a mobilization or deployment)." These interviews are critical to measure a soldier's well-being and current state of mind.

Womack would have every chaplain under one of his various commands volunteer for a tour of duty because he feels the experience is crucial in attempting to help as many soldiers as

they can. "I want us (chaplains) to be successful, knowledgeable... sensitive," he advised. "I'm here for the soldiers."

A gold mine of information can be found at the Surviving Deployment ([www.survivingdeployment.com](http://www.survivingdeployment.com)) web site. Located at Fort Drum, N.Y., "Operation READY (Resources for Educating About Deployment and You) offers many helpful workshops for families, including preparing for deployment and reunion and special programs for children."

Whether you currently have a deployed soldier or may possibly become a deployed soldier, education is the answer. Understanding that help is available is the key. You are never alone. Read up and prepare yourselves and your families for the possibility that you may be mobilized or deployed. Complete your support plans in a timely fashion.

Surviving deployment and mastering the mobilization roller coaster is not beyond you. For those who feel that the mobilization will last forever, Chaplain Womack had additional advice to remember, "Nothing lasts forever. There is always hope."

Follow the chain of command when addressing concerns. Contact your unit first, then family readiness groups of the unit and if you haven't received any responses up to this point then feel free to contact the following personnel for assistance:

John Knope, the Family Readiness Coordinator with the 98th Division (IT) - (800) 238-3138 x214, Chaplain (Lt. Col.) Paul Womack, 98th Division (IT) - (800) 238-3138 x313 or 314 and Toni Munsey, Operation READY Program Manager - Call (315) 772-0470 for more information.

You can also e-mail Sabo to receive an electronic word document of the Mastering the Deployment Roller Coaster pamphlet. Lorie Sabo, 77th RRC, Senior Resource Instructor -(716) 674-5630, E-mail - [lorie.sabo@us.army.mil](mailto:lorie.sabo@us.army.mil)

Some additional web sites for military families concerned with mobilization:

Army Family Liaison Office ([www.aflo.org/home.asp](http://www.aflo.org/home.asp))

Army Community Service ([www.armycommunityservice.org/vacs\\_deployment/home.asp](http://www.armycommunityservice.org/vacs_deployment/home.asp))

DeploymentLINK ([http://deploymentlink.osd.mil/deploy/family/family\\_support.shtml](http://deploymentlink.osd.mil/deploy/family/family_support.shtml))

Military Family Resource Center ([www.mfrc-dodqol.org/](http://www.mfrc-dodqol.org/))

National Military Family Association (<http://nmfa.org/>)



1st Sgt. Nelson Soto and Sgt. Jeffrey Kier  
cooking for 98th Div. Family Day



## Privilege and Patriotism

by Sgt. Richard Harris

**T**ake a walk though the chemical section of the U.S. Army Engineer Museum at Fort Leonard Wood, MO. and you will understand patriotism. It won't take long as you stroll down the replicated cobblestone streets of Western Europe then through the life-size trench display of World War I before you realize that American privilege came at a terrible price. Clearly, not all Americans have had a part or understand what it costs to ensure our rights of freedom and liberty.

America is one of the few remaining nations where it is still safe to take your family on a Sunday afternoon picnic without fear of assault by a faceless attacker. It's a country where anyone, immigrant or native born, can create the kind of life their families only dreamed about had they not been American citizens.

Three years into the 21<sup>st</sup> century, two years after 9/11, American Soldiers have once again been deployed throughout the world attempting to protect American values and freedoms. The torch of service to a nation has unmistakably been passed to the children of the next millennium.

It is vital to remember the privileges amassed by our citizenship are a direct result of struggles and hardships endured by past patriots of integrity. Privilege may be the product of patriotism and sacrifice, but could privileges disappear with a nation's final patriots?

### Patriotism

All great societies have historically had defenders of their ideals and freedoms. These stewards of hope and courage are the patriotic protectors of their rights; the last knights of countries weakened by inherited privileges without the learned regard for sacrifice.

Love for or devotion to one's country is the textbook definition for patriotism. But for soldiers, it means so much more. It isn't something you switch on and off like a light switch only to suit your per-

sonal agenda. It strikes an emotional chord deep within the essence of their warrior spirit, and if need be, it's picking up a weapon and standing a post to show loyalty.

Other people's children or the poor or the under-educated of a nation do not only fight wars. Freedom and liberty are luxuries that every American receives by birthright, yet so few understand the costs of such ideals. The American destiny may very well hinge on the strength and resolve of her remaining patriots because those of privilege may lend little assistance.

Adlai Stephenson said, "Patriotism is not short, frenzied outbursts of emotions, but the tranquil and steady dedication of a lifetime." For many, September 11, 2001, was the beginning of an awakening. It is the dawning of a greater consciousness for many Americans. But, the true test of patriotism is a long distance run not a sprint.

The nation felt it. Many still do to a degree, but they didn't embrace it close enough. Before they knew it, all their patriotic airs were gone about as quick as they had arrived. Held only for a brief moment,



C Company, 1st Battalion, 390th Regiment  
at Fort Leonard Wood

it was glimpses of the stirring that soldier feel and carry with them every day. But can everyone experience patriotism at that level? It's a calling that not all hear.

### Privilege

Privilege is "something to which one has a just claim." By birthright, we all have inalienable rights, but the mothers, fathers, sons and daughters deployed overseas and away from their families understand sacrifice. Most Americans

forego freedoms to some degree, but clearly some bleed brighter red, white and blue than others for their country do.

Martin Luther King, Jr. said, "A man who won't die for something is not fit to live." Life's meaning has everything to do with living.

Every advanced civilization will face that defining moment where it must legitimize the existence of its way of life. At this point, the citizens must put their privileges on hold and sacrifice for the nation and for the greater good. If the ordinary citizen won't, then the soldier will. Through the courage and strength of the soldier, peace is ultimately obtainable.

Men who held these ideals close to their hearts and were willing to give their lives for that cause founded this country. American soldiers still die while serving their country, almost every day.

Great civilizations founded on the ideals of liberty and freedom may eventually catch up to and become a product

*"We usually just hop in our car or truck, arrive on post and get the job done. When it's all over, we pack up and drive home."*

- Training NCO

Sgt. 1st Class Scott Janaski

of its own successes should personal courage waver. The very freedoms that make a country remarkable might be the very device that aid in creating vulnerability.

### Sacrifice

Sacrifice may prolong rights and preserve them for everyone long after those who suffered are gone. Denying oneself something for the sake of an end or sacrificing may be an answer to protect liberty, but does everyone do it?

Drill sergeants from the 1/390<sup>th</sup>,

Cont. on page 22



# Army Reserve in Our Communities: A Family Affair

by Sgt. Richard Harris

**R**ain threatened all day, but Mother Nature couldn't dampen the laughs and smiles from children during the WKids Day at the Wegman's Supermarket in Irondequoit, NY on September 13, 2003. The supermarket chain invited children from the neighborhood to come down for a day of community fun and togetherness.



*Jazzy takes the wheel!*

When Denise Baller and the dancers from Dancing with Denise showed up, they took the party to the next level. Children enjoyed learning the high-energy dance numbers and parents took pleasure in watching the production unfold.

In 10 minutes, Baller transformed the Wegman's store parking lot into a moving musical of lights, music and costumes that resembled a Mardi Gras celebration for children. The only sad faces seen were the participants when the event came to an end.

Wegman's has long been a leader in the community for service and commitment, but their WKids Day solidified their dominance and excellence.

Attractions ranged from a petting zoo with a small Holstein calf, facepainting, assorted games, the Irondequoit police and fire departments, and soldiers from the 98<sup>th</sup> Division - who were happy to be a part of the festive event.



*Conga Line Fun!*



*L to R: Sgt. 1st Class Sally Kent, Antonio Masonet, Wegmans Store #67 Community Connections officer and Sgt. Richard Harris*



*High flying fun by all*





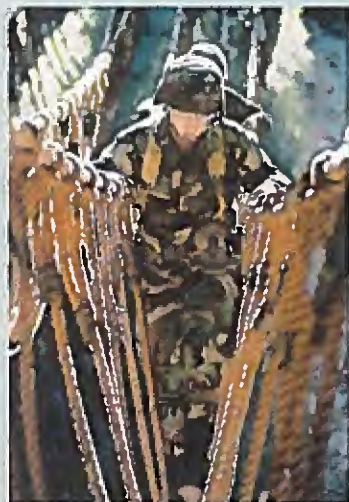
Drill Sergeants preparing for PT formation  
Photo by Sgt. 1st Class H. Andres Jimenez



On rapel!  
Photo by Sgt. 1st Class H. Andres Jimenez



On top of the world!  
Sgt. 1st Class H. Andres Jimenez  
enjoying the moment



Handling the three-rope bridge at FLW

## On the Trail at Fort Leonard Wood 2003



"No brass, no ammo, drill sergeant!"  
Trainers coming off the range  
Photo by Sgt. 1st Class H. Andres Jimenez



Making a splash at the confidence course at FLW



Low crawl - the Ft. Leonard Wood way!  
Photo by Sgt. 1st Class H. Andres Jimenez

98<sup>th</sup> Division drill sergeants accomplished a seamless integration into the active component ranks here and sustained the unrelenting pace of Basic Combat Training.

"The company commanders and first sergeants watched us closely at first," commented Sgt. 1st Class H. Andres Jimenez from Charlie Company, 1<sup>st</sup> Battalion, 389<sup>th</sup> Regiment, "but, when we proved our worth, they left us alone to do our job."

98<sup>th</sup> Division drill instructors are respected because of the record of excellence they have established at the BCT units. This year, 98<sup>th</sup> Division drills accomplished other notable missions. Sgt. 1st Class David Girard, also from Charlie Company went to Chicago, Ill. to lead the funeral detachment for Pvt.2 Shawn Penke, killed in action in Iraq. "It was very emotional," remarked Girard, "but, I looked at it all with the eyes of a drill sergeant."

Committed to professional development, Sgt. 1st Class Keith Walker of 1<sup>st</sup> Battalion, 390<sup>th</sup> Regiment completed the Sapper course, an intense 30-day program of combat engineering tasks which has a 30% wash-out rate. "When I started the course, I just kept going and never looked back," said Walker.



# Ironman NCO and Breakfast of Champions

by Maj. Timothy J. Hansen

Lewiston, Maine—Sgt. 1st Class James "Chico" Hernandez, a combat basic training instructor from C Company, 3d Battalion, 304<sup>th</sup> Regiment, 7<sup>th</sup> Brigade, achieved a unique distinction with his photo appearing on the Wheaties cereal boxes this past spring.

Last year, General Mills decided to honor the "everyday champions" across the U.S. by placing their images on the front of the box of its newest cereal, Wheaties Energy Crunch. This selection also marks the first time in which a chosen athlete is also an Army Reservist.

Besides his many duties as corrections officer for the State of Maine, as a husband and father of two children, and as an Army Reservist, "Chico" is an accomplished wrestler with several titles to his credit. He started wrestling in 1968 and has become proficient in all wrestling styles.

Hernandez wrote a 300-word essay for the Wheaties Everyday Athlete campaign and described balancing the demands of family and professional life with wrestling competitions and volunteer work in his community. His essay along with five others was chosen from a pool of

In a recent brilliant display of stamina and agility, Hernandez won nine consecutive fights in the Senior Open and Masters division at Disney's Wide World



*Hernandez maneuvering to victory*

of Sports in Orlando, Fla. In May of this year, he won two world titles at the 6<sup>th</sup> American Athletic Union World Ironman Wrestling Championships in Knoxville, Tenn.

Wrestling offered Hernandez more than sweaty headlocks and bone-

University of Maine, to coach high school wrestling and to enlist in the Army Reserve.

Through the years, Hernandez assembled an array of notable achievements. In 1984, he competed in the Olympic trials for Greco Roman wrestling.

He is a 31-time National Athletic Union All-American in the three disciplines of wrestling: freestyle, Greco Roman and Sombo. He holds five Black Belt ratings in addition to a third degree Black Belt in Military Combat Sombo.

Additionally, Hernandez competed twice on Team USA for the World Cup of Sombo Wrestling. Sombo originated in the former USSR and emerged as a sport in 1938. The word itself is a Russian acronym (*samozashchita bez oruzhia*) meaning self-defense without weapons. Sombo techniques are hybrids of many varieties of national wrestling, jiu-jitsu, judo, aikido and karate.

Not one to sit on his titles, Hernandez finds time to speak to students in local schools about crime prevention and the meaning of values. "I try to help kids make good choices in life," he remarked.

"The Army's seven values are a great baseline to carry throughout one's life...and I try to bring these values to my youth programs, to help kids make good

*"The Army's seven values are a great baseline to carry throughout one's life...and I try to bring these values to my youth programs, to help kids make good choices like staying in school and avoiding drugs."*

- Sgt. 1st Class James "Chico" Hernandez

10,000 entries.

"I was completely surprised by my selection," Hernandez said. "Writing essays in high school and college has always been a challenge for me, but I felt good about writing this one. For me it turned out to be an A-plus effort."

crunching back arch throws. "I became interested in the sport as a means of finding myself," he stated. "Wrestling paved a path to get an education." Indeed, the discipline and focus, which Hernandez developed through the years, enabled him to earn an undergraduate degree at the



*Hernandez demonstrating wrestling moves*



choices like staying in school and avoiding drugs."

An Army Reservist since 1985, Hernandez keeps in step with NCO professional development, weekend drills and annual training.

Even in the military arena, Hernandez distinguished himself as a graduate of the first Master Fitness Trainer course at Fort Benjamin Harrison, Ind. and subsequently earned the Army Physical Fitness Badge for 25 consecutive times. "I think I might be the only active Master Fitness Trainer from that inaugural class that is still practicing," he quipped.

As the NCOIC for cadet basic training at the U.S. Military Academy this summer, Hernandez and his staff of 23 NCO's instructed and evaluated first-year cadets on the gamut of required soldier tasks. At Range #4, he and his staff supervised M16 rifle qualification. "We had over 1,200 cadets who qualified and had an 88% first-time qualification," Hernandez said.

Wrestler, mentor, father, soldier. Chico is a man who has embraced each of these endeavors and has demonstrated what determination, focus and discipline can do. He leads by example and inspires others to give all of life's challenges honest and sincere effort.



*Hernandez demonstrating a critical sombo technique*



*"And this is the way you take someone down!"*

## For Further Reading

The sport of Sombo wrestling has exploded in popularity around the world. To learn more about the development, rules and techniques of this complex sport check out the following web sites.

1. The United States Sombo Association; <http://sombo.us/>. A good introduction into the rules, events and news of the sport in the U.S.
2. American Sambo; <http://americansambo.com/events>. Has a good selection of articles on the sport.
3. The World of Sombo; <http://sombo.net/links>. Refer to *Sombo-A Style of Wrestling* by Dr. Bruce Gabrielson.
4. Sombo, Russian Martial Art and Wrestling Style; <http://sombo.go.to/>. Details the Russian development of the sport.



# Oars Along the Mohawk

by Chief Warrant Officer Joseph P. Yakei

The mission: river assault down the Mohawk to Objective Frankfurt Bridge (FB), then prepare and rig the bridge for demolition.

"Boat Stations" Move!

"Low Carry" - Move!

"Lower the Boat" - Move!

"Launch the Boat" - Move!

With these commands, the coxswain directed his nine-man crew and their 260 pound assault boat into the flowing waters of the Mohawk River. Once aboard, the currents took hold, and the boat began to glide quietly along its course. Again, the coxswain commanded, "Give way together!". With that, the soldiers immediately placed oars in the water, and began rowing in unison. The assault had commenced.

The 1<sup>st</sup> Bn, 389<sup>th</sup> Regt, 2d Bde, 98<sup>th</sup> Div (IT) conducted a three-day field training exercise in Frankfort, N.Y., from September 19-21, 2003. The mission: river assault down the Mohawk to Objective FB, then prepare and rig the bridge for demolition. A number of additional supporting tasks were necessary to make the mission a success. These tasks included: Assault Boat Assembly/Disassembly, Determine Stream Velocity, Determine Gap Width, Target Folder Preparation, Water Safety/Drown Proofing, Demolition Rigging and Bridge Reconnaissance.

The complexity of this particular mission was compounded by several factors: Since our unit does not have any watercraft, we had to locate and coordinate the use of several RB-15 Assault Boats. Next, we had to identify a suitable training area.

The U.S. Military Academy, located about 100 miles south of our Schenectady Reserve Center, had the assault boats we were looking for, and allowed us use of their equipment. Soldiers from our Utica companies reconnoitered several possible sites, and found an excellent location along the Mohawk River, in the Central New York Village of Frankfort. The Frankfort site was only about 10

miles east of Utica, but was more than 70 miles west of Schenectady, where the main body of our battalion resides. Unit personnel contacted Frankfort Village officials, who were more than happy to host our training exercise.

The Village went so far as to give us complete access to their marina area, and also supported our exercise with personnel from the local EMS and Fire Department. (A welcome sign along the main approach to the village greets all visitors with this statement: "Welcome to the Village of Frankfort - we're big on hospitality").

Members of the community came out to observe our activities throughout exercise, and made our unit feel welcome the entire time we were in the area.) So, after locating and securing the watercraft and a training site, all that remained was to coordinate the field exercise (FTX) and link up our Schenectady and Utica companies to complete the planned missions.

Coordinating exercises of this type present more of a challenge for units like ours, since our engineer headquarters and three line companies are located in Schenectady, N.Y., and our two other line companies are located 90 miles to the west, in Utica, N.Y. The sheer distance creates logistical problems that many other units don't have to deal with. Nonetheless, our excellent NCO's made it happen, and the mission was a complete success from start to finish.

The unit's advance party conducted a thorough recon of the Frankfort Marina area, and established our Tactical Operations Center (TOC) at the bivouac site. The TOC, where the exercise was monitored and orchestrated, was set-up in a General Purpose,



1st Bn soldiers navigating along the Mohawk River

Medium Tent (GP Medium). Capt. Kirk Holmes and Staff Sgt. Michael Crispens flawlessly handled all of the staff briefings, task assignments, and spot reports, in addition to safety, security and administrative matters.

Sgt. 1st Class James Davis and Staff Sgt. Kevin Parker (D Company NCO's from Utica, N.Y.) instructed on determining stream velocity and gap width. These tasks are very important to understand when conducting river crossing or assault operations for a number of reasons.

First, stream velocity must be known so that assault teams have an idea of how long it will take for them to reach an objective down river and to devise and hold a course along the route. Velocity must also be calculated for safety purposes, in the event that the watercraft is damaged or capsized.

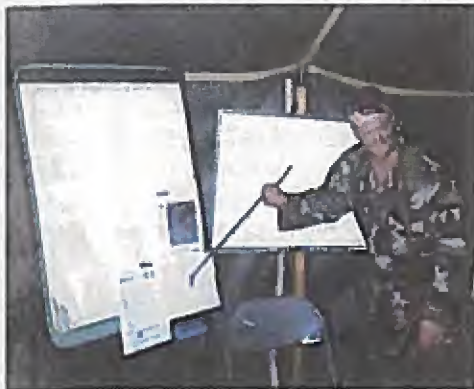
Gap width determines near-shore, far-shore distance. It is necessary



Preparation is part of the fun in this exercise!



# Strength through Endurance



*Capt. Kirk Holmes briefing troops*

for assault team leaders to assess concerns such as visible and/or partially submerged obstacles, choke points or possible ambush locations, alternate landing areas in case of emergencies, and helps to determine placement of assault boats in multi-craft operations.

Stream velocity at the boat launch area was determined to be about 1 meter per second - a speed that afforded the assault teams a steady current to head down river and reach their objective quickly.

The gap width at the launch site was approximately 15 meters. Once the assault boats cleared the spillway and entered the Mohawk River, the gap width increased to more than 100 meters.

Every soldier received water safety/drownproof training under the capable direction of Alpha Company's Staff Sgt. Peter Hoffman. Successful completion of this training culminated when all soldiers entered the river, and demonstrated their ability to use their own battle dress uniforms (BDUs) as floatation devices.

Staff Sgt. Stephen Dorn, also from Company A, instructed unit personnel on all aspects of assault boat operations, including assembly/disassembly, crewmember positions and duties.

Once our soldiers knew their way around the watercraft, Dorn assembled our assault boat teams into 10-man crews. This included eight paddlers, a bow gunner and the coxswain, who served the team leader and chief of the boat.

Armed with the know-how of river operations and demolitions, the assault teams received their orders and set out to complete their missions.

Teams moved in unison to the assault boats, taking up positions and working together on command of the coxswains. Once launched, they briefly headed upriver, then, using a Figure-8 maneuver, the boats eased into the steady current ...ever watchful of their surroundings. Ready to react. Paddling forcefully, but quietly, so as not to give themselves away, oars along the Mohawk made way for Objective FB.

Once they had reached their objective at the Frankfort Bridge, the crews disembarked rapidly, and secured a beachhead. D Co.'s Staff Sgt. Frederick Welch then stepped in, and led each assault team. Each team assessed the bridge's characteristics.

Team members evaluated the target for demolitions placement. They then applied numerous calculations to determine the amount of explosives necessary to cut through the critical beams, girders and abutments. The assault teams cleared the bridge area, properly rigged for destruction, and headed back to base camp.

The training exercise concluded with a thorough after action review (AAR). Unit personnel discussed all aspects of the training, with specific comments on how to make the training even better the next time we conduct this type of exercise.

Throughout the three-day exercise, our soldiers were challenged by the variety of training that took place. Sure, they were dirty, hot and sweaty along the way, but they were challenged and personally satisfied to be working these tough missions. The smiles on the faces of our soldiers at the end of the day said it all! Oars along the Mohawk was a huge success.

About our unit:

The 1<sup>st</sup> Battalion, 389th Regiment, is an Army Reserve Combat Engineer Drill Sergeant unit. It has its battalion headquarters and three line companies in Schenectady, N.Y., and another two line companies located in Utica, N.Y., about 90 miles west of Schenectady. The unit performs its primary training mission at Fort Leonard Wood, MO., where unit personnel instruct Basic Combat and Advanced Individual Training (Engineer

MOS 21B/C in a One Station Unit Training environment. The battalion has a number of openings for motivated NCO's and officers looking to join a unit that prides itself on the professionalism and capabilities of its soldiers. Your career opportunities are just a phone call away. Our staff can be reached at (518) 374-8452.



*Soldiers determining Gap Width*



For links to the Army News Service and Soldiers Radio Live, visit [www.army.mil](http://www.army.mil)

Get DoD News at [www.defenselink.mil](http://www.defenselink.mil)





2nd Brigade of the 98<sup>th</sup> Division have been mobilized since March and are stationed at Fort Leonard Wood, MO. In many ways, it's a thankless, and sometimes forgotten duty that has them on the trail 16 to 18 hours a day, six days a week to train the nation's future soldiers.

When mobilized, these great citizens don't leave under the fanfare of conventional troop deployments. There aren't cameras filming some teary-eyed separation of parent from children or wife from husband. There aren't grand processions of camouflaged military vehicles. There isn't anything Hollywood about it.

I had the opportunity to speak with Training NCO, Sgt. 1<sup>st</sup> Class Scott Janaski on the deployment process for their drill sergeants. "We usually just hop in our car or truck, arrive on post and get the job done. When it's all over, we pack up and drive home."

Recently, when tornadoes ravaged central Missouri, these drill instructors gave up a weekend of rest and relaxation to provide assistance to the relief efforts. They are warriors embodying the undying American spirit. They are soldiers.

But, selfless service is nothing new to soldiers and their families. The family of the American soldier has endured and had to overcome as much as the soldier these past few years. The soldier has missed wedding anniversaries, holidays and birthdays of their loved ones, but it is the spouse left behind that has had to keep the family together during the deployment.

The soldier is and will always be needed. After the attacks on the Pentagon and the World Trade Center on 9/11, I heard words that would be forever etched into my soul and shape my military future. "All non-essential workers of New York City return home so that rescue operations will not be hampered!"

I remember the news conference very vividly because many civilians took offense to being called "non-essential", but I understood what they meant. A soldier's work is always essential, which is why so many volunteered for duty after our nation was attacked.

The words continue to reverberate through my head filling me with such pride to be a soldier and honor to wear the uniform. A soldier does not make

some cog for some machine that does some task. Soldiers do not manage the middle of a supply chain for some medical product.

A soldier protects the people and defends a nation. That is their job. It's a demanding mission, which they nobly carry out.

We know that President John F. Kennedy said, "...ask not what your country can do for you, ask what you can do for your country." American soldiers do that well. America is in need of true citizens and patriots to protect all of our common interests. Soldiers lead the way, always setting the standard. Hooah to the soldiers, the last knights of our great nation!

## Brig. Gen. Hunt Assumes Command of Century Division

by Maj. Timothy J. Hansen

LOUISVILLE, Ky, Jul 13—Beneath a brilliant, morning Kentucky sun, Brig. Gen. Gregory J. Hunt assumed command of the 100<sup>th</sup> Division (Institutional Training) from outgoing commander Maj. Gen. John R. Tindall. The Chief of the Army Reserve Lt. Gen. James R. Helmly presided over the ceremony.

Hunt will command 84 units and 45 Army Reserve centers which are spread across Alabama, Kentucky, Mississippi, and Tennessee.



Brig. Gen. Hunt receiving colors from Lt. Gen. Helmly

The 100<sup>th</sup> Division has a distinguished lineage dating back to WWI. It was attached to the 7<sup>th</sup> Army during WWII. Like the 98<sup>th</sup>, the 100<sup>th</sup> Division evolved into a training unit during the Cold War years. It was again activated for Operation Desert Storm in 1991. Since 2001, the 100<sup>th</sup> Division has mobilized several of its soldiers for Noble Eagle, Enduring Freedom and Iraqi Freedom.

Highly regarded as a soldier, officer and mentor, Hunt has served in many capacities within the 98<sup>th</sup> Division. His assignments included: administrative officer, audio/visual officer, battalion S2/S3 officer, division Public Affairs Officer, and battalion commander of the 4<sup>th</sup> Battalion, 392d Regiment, Deputy Chief of Staff, Deputy Chief of Staff for Personnel, Assistant Division Commander-Support and his last tour as Assistant Division Commander - Operations.

Hunt was at the Pentagon for Army Reserve business on 11 September 2001. He has shared his thoughts with the community about the crash of American Airlines Flight 77 into the Pentagon and the heroic resolve of American servicemen to remove others from the debris and fire.

"As I reflect on the things I saw that day, it is reassuring to me that the training the soldiers, sailors, and airmen had received paid off during the tragedy. They immediately organized themselves into teams that went about providing first aid and assisting emergency crews. Their actions are just a small indication of how our nation can draw confidence from our armed forces."

Hunt is married and has three children and three grandchildren.



Mrs. Gregory Hunt watching a time-honored Army tradition



# Final Words: In Praise Of Civil Air Patrol

by 1st Lt. Robert Stronach, CAP

An Army Reserve commanding general received a standing ovation at the New York Wing Conference after he saluted the members of the Civil Air Patrol (CAP) for their volunteerism and their professional capabilities.

"There are not a lot of people who will appreciate what you're doing until you bring them the message," said banquet speaker Maj. Gen. Bruce E. Robinson, Commanding General of the Army Reserve's 98th Division (Training).

"With resources of this modern era going to Homeland Security," he said, "CAP must get the word to Albany and Washington that we're ready to serve."

The General praised CAP cadets and thanked them "for standing out from their peers" by putting on a CAP uniform. While there are many roads to take in life, he encouraged cadets to consider the "shoes you take on the road."

"The shoes on the road to excellence and endless capability include service, safety, and readiness," said Robinson.

The modern day Minutemen and Women — the Guard and the Reserve — also include CAP volunteers," Robinson said, "but with one big difference... in the reserve we get paid, and I commend you because you reach into your own pockets."



Maj. Gen. Robinson chatting with Northeast Region Commander Col. Richard Greenhut

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***"We are bound by a common purpose. That is to prepare families so they are ready to manage the demands of military life."***

**Patricia Shinseki,  
former "first lady" of the Army.**



# 98th Division Soldiers in Free-Fall over Missouri



*Capt. Jeff Tennyson and 1st Sgt. Joseph Joyce flying their colors. Essayons!*

**“Keeping the best soldiers, noncommissioned officers, officers and their families in the Army is essential to our continued success in the war on terrorism and any other challenges our nation may face.”**

*Sgt. Maj. Jack L. Tilley  
Sergeant Major of the Army*